

ANALYTICAL ①
PAPER #2

PERSONAL AND
CONFIDENTIAL

SOME CONSIDERATIONS
ON THE FUTURE OF ASPIRA-
-THE DECADE OF THE 80'S

NOT FOR DISTRIBUTION

NATIONAL BOARD OF DIRECTORS MEETING

May 16-17, 1980
Washington, D.C.

Some Considerations on the Future of Aspira--The Decade of the 80's.

This document aims to facilitate a serious dialogue on the future alternative paths that the institutional life of Aspira may take. It summarizes many opinions, observations, value judgements and trends that come both from inside and outside the organization. It departs from the simple assumption that Aspira, by its very nature, is a social institution and as such its mission, programs and, funding are a product of combination of institutional will and changing social circumstances. It would be useful, in beginning this analysis, to mention two contrasting clusters of opinions held about Aspira. This type of polar clustering is a framework of social opinions that constitute social facts impinging on attitudes, posture and decisions for action in all social institutions. Thus, opinions become in many instances a kind of information--the stuff--that guides action. A critical function in deciding the future of Aspira is the realm of judgements that are available to its leadership. As National Executive Director of this organization, I am offering my personal views as to where the organization should move in the decade of the 80's. I am offering what follows after a long process of weighing, observing and discussing with different

audience work of the organization. The recommendations that I put forth may not be considered completely objective, however, they are certainly the product of my experiences of eight years within the nineteen odd years Aspira has been in existence.

The Framework of the Polar Opinion Clusters

One set of opinions states that Aspira has become an old and difficult to move organization. This cluster sees Aspira through the following descriptive words: xenophobic, close, secretive, inwardly rather than outwardly preoccupied, elitist, antiquated and dysfunctional in the present social context. Another cluster of polar opinions tends to see Aspira as being in the hub of the future growth of the Puerto Rican community. This set of attitudes toward the organization is often characterized by such phrases as: naturally defensive of what little the Puerto Rican community has been able to achieve, protective of a culture and a way of life that has much to contribute, responsible and deliberate in its programmatic decisions, of a high qualitative output when compared to sister organizations, and so on.

The above, rather static, characterizations are patently biased overstatements. However, they both contain a grain of truth. For example, in the history of Aspira, some former staff have left the organization feeling that it was incapable of meeting its challenge effectively. On the other hand, there are people around, and there are many, who feel that its accomplish-

ments are unsurpassed. I belong to a third group that perceives Aspira as a dynamic, changing organism which has developed a valid and unusual educational process that has stimulated great growth in thousands of persons it has touched. But, after almost two decades of existence, Aspira needs to respond to new circumstances and is now at a different developmental stage. This stage is not only the product of its own internal growth and maturity, but also, of the challenge of the times. Thus, I bring forth my basic belief about the organization: The Aspira Process is still the moving force of our institution. It is a pedagogically sound and potent approach to the 80's. However, the process must be woven into new circumstances, new programs with a daring spirit of experimentation. The recommendations that follow are inspired by this conviction.

Recommended Approaches

Aspira has faced and resolved myriad problems in the past and is still destined to face and solve many more. One of them has proven particularly stubborn and recurrent: The tension and mutual mistrust between the National Office and Associates' Offices. This issue has permeated the most important activities of Aspira. It has led to feelings of dependency and omnipotence, ambivalence in interaction, even to reluctance to comply with the most basic reporting procedures. Most importantly it has sapped our energies in a continued internal struggle that constantly forces everybody to look mostly inwardly and seldom to the growth potential that exists outside. It stands in the way

of us helping each other because gestures of mutual assistance bring forth the deep-seated control-dependency antithesis. The four recommendations that follow are also aimed at alleviating somewhat this obstinate barrier to institutional growth. However, they must be taken in their proposed perspective--as steps toward meeting the challenge of what ever is ahead of Aspira. Each of the four fall under a notion of prospective action:

1. diversification, 2. openness, 3. expansion and, 4. technical advancement.

1. Diversification

The school as we know it today is mostly a 19th century invention. In many minds, schooling and education are treated as one and the same. This identification of a much narrower formal process with a wider and often informal one that also includes socialization has led to the miseducation of some segments of society, especially minorities. Ivan Illich, Angel Quintero and others have called attention to the dangers of not being sensitive to this distinction. Nineteen years ago, Aspira was founded with the same critical idea in mind. It represented a response to the failure of schooling for our children. The Aspira process represented an effort to supplement insensitive and deficient education for our children. Moreover, it also took the position that education can also happen in the communities through the Aspira clubs. It organized Aspirantes to teach each other and to learn about the view of the world that only comes from the understanding of their own culture and the patterns

of action that may be derived from such understanding. In the face of increasing failure of the educational system, the idea still has much power.

New legislation is being proposed in Congress to bridge the world of work and the schooling process. Finally, the American society is beginning to act on the fact that the two realms cannot be readily separated, one is part of a continuum that leads to the other. Aspira has always known that, but, has not acted sufficiently on that knowledge. With this premise in mind, I am proposing programmatic diversification that would bring the Aspira process to bear upon a wide segment of endeavors.

1. Programs that would relate and facilitate the transition from school to work and vice versa. Such programs should be much more than training arenas and should include components of cultural identity, leadership development and self-discovery. Components which will address the questions: Who am I, where am I and where am I going?
2. The development, both for the sake of the above, and for other programmatic purposes, of strong bilingual-bicultural counseling capacities. These could extend from educational counseling, to career, to personal counseling. The idea is that Aspira should become an expert in all types of counseling services because our con-

- stituency needs them and does not find too many places where they are available.
3. Aspira should extend its programmatic range to students in the elementary schools and to adults. These segments of the population should not only receive the available Aspira services, but also, training in organizing and leadership development.
 4. While preserving its non-profit status, the organization should get involved in profit-making ventures that would not only serve as schooling and training grounds, but also, as means to secure independent funding for its programs.
 5. It should engage much more in, and support through joint activities with other organizations, experiments that promote better education for minorities and to further its advocacy role.

These recommendations are by no means new, many of them have been tried before in Aspira and other places. The CREO program at Aspira of New York and the parent programs both at Aspira of New York and Aspira of Illinois are examples of this experimental efforts. However, a national policy is needed that would synthesize and project these efforts to the future. This may be one of those common instances where a policy declaration is way behind actual practice.

2. Openness

Aspira faces both an existential and a practical dilemma: On the one hand it promulgates a philosophy of encouraging aspirantes to become a part of the "main stream" of U.S. society through education and activism, on the other it is protective of its operations, as demonstrated by the lack of participation in its functions of persons and groups who are not considered Puerto Ricans. More and more we are sensing the outside pressure put on us to open our doors to other groups. Some outstanding instances of this are:

- Two years ago Aspira of America made the decision to activate our old Board of Sponsors. José Cabranas was designated as the person to head this effort and consult with corporate figures. He did this and came back to us with their message. They would be very glad to assist us if our Board would open up and accept the co-chair of the Board of Governors as a member of the National Board.
- At a different level we are often challenged by Chicano organizations, such as LULAC, SER, and the G.I. Forum, and constantly reminded that they do not discriminate as to target population or as to hiring practices.

The Puerto Rican Legal Defense and Education Fund and the Puerto Rican Family Institute have opened their doors to outside

assistance. These and other organizations also have an open policy in the hiring of staff.

In the last two years, two different program efforts to expand vertically in areas within states where Aspira Associates are already established have faced serious difficulties in hiring Puerto Rican staffs. In general, both the Advance and the Public Health Services Programs have found difficulties in obtaining staff that would qualify for available positions. In some instances where Puerto Rican staffs were hired at the onset of the program it was almost impossible to replace them after they left, e.g., the Waukegan, Bethlehem, West Chester and Yonkers sites. Programs lost from three to five months in the delivery of services because of acute shortages in available personnel. This has been the case even under the most diligent Associates' efforts to publicize the opening of positions. In some instances decisions had to be made in hiring where the quality of the persons hired was not up to standards.

Consequently, I bring forth two issues regarding opening of Aspira to influences from the outside: (a) the opening of our National Board to people who are able and willing to assist where our own expertise is insufficient, (b) the re-examination of hiring practices allowing national programs to obtain the best personnel available. Recommendations follow in each area.

A. Opening of Board

A number of options are available under this heading, and

they extend from limited participation of non-Puerto Ricans to full board membership status.

1. Renewed efforts can be made to reactivate the old Board of Governors, or Board of Sponsors, Aspira of America had in its beginning. Clearly we need the advice and participation of corporate types who would be effective in fund raising. Our efforts this year to include our board members in fund raising have had limited success.
2. A second and more advanced level of input would be to conceive of our Board's committees as extending beyond the limits of Board membership. Under this alternative, the Finance Committee, the Program Committee, or any other committee, would include non-board members in their composition. The opening of the committees could bring in financial, programmatic, business and administrative expertise that would enhance the realm of performance of our present Board committees.
3. A third level of openness will search for candidates for Board membership that would bring input from non-Puerto Ricans into the policy making powers of the Board. This action would extend the Board's perspective into the frame of reference of institutions and persons that

have been until now outsiders to the governing bodies of our organization.

Each one of the three alternatives can be implemented deliberately and at different time frames, or elements from each can be implemented concurrently. It should be obvious that, regardless of the features to be adopted, a careful plan for opening up should be drawn up. Such plan should take into consideration the pros and cons of the move and include a statement of the move and include a statement of the criteria for the selection of participants.

B. Opening of personnel recruitment practices

Aspira should be able to obtain the best available services for its funds. The situation that we experience in terms of the hiring of employees is limited by the availability of qualified Puerto Ricans in a given geographic area and to a perception that one has a right to a job in Aspira just because one is Puerto Rican. The latter often gives the impression to people inside and out of the agency that our employees are protected from expectations to perform at acceptable levels.

I propose the following three steps for hiring staff for the National Office and for the staffing of National Joint Programs.

- A. Once a job description has been publicized, a waiting period from two to three weeks should occur to examine the availability of Puerto Rican applicants.
- B. If no qualified Puerto Rican applicants

emerge, Aspira will examine other available Hispanic candidates and hire those that qualify for a given job.

- C. If after a month of active searching no qualified candidates from the above groups are available, Aspira would hire qualified people regardless of the fact that the person may not be bilingual-bicultural.

Such hiring policy would assure three types of advantages:

1. The hiring of the best available person for a given job,
2. The opening of some positions to people who would enrich our agency by bringing other types of perspectives and background, and
3. Allowing a more competitive spirit to enter into job performance.

The above recommendations are not presented with the idea that outside groups should be able to occupy key policy and administrative positions in our agency. They should be able to contribute but never to the extent of taking over the responsibility and right the Puerto Rican leadership has of acting for the Puerto Rican and other Hispanic communities. Such end should guide our actions and temper its extend.

3. Expansion

In the last two and a half years Aspira has more than doubled

its geographic presence. Apart from the original four expansion sites in 1969, six new ones were added, the latest expansions are: Hoboken, Jersey City, West Chester, Waukegan, Yonkers and Washington, D.C. At present, five of them are still functioning and most are situated in the same states where our Associates were originally established. Such "vertical expansion" has allowed our Aspires to begin growing statewide. The Washington office is a step toward the establishment of our presence in the federal seat of power. I am recommending that Aspira moves further on in the establishment of a national presence for the following reasons:

- The first reason does not need too much elaboration, since it supports our presence in those communities where Puerto Ricans and other Hispanics live. For the last two years representatives from a number of the Puerto Rican communities in Connecticut, Massachusetts, Ohio, Delaware, Miami, California, Texas and Wisconsin have been asking Aspira to open offices. Our own study on the social factors affecting educational attainment in metropolitan areas plainly documents the urgent need these populations have for Aspira educational services.
- A move toward expansion will be a move toward further establishing a national presence. Until now Aspira has been mainly an eastern oriented

organization. The advantages of advancing our national presence are at least threefold: (1) New avenues of funding can be tapped, (2) The advocacy function of Aspira would be strengthened by a growth in numerical and geographical representation, (3) The participation of other people in Aspira will constantly bring a new perspective into the decision making process of the organization thus, opening up our collective awareness to situations other people like us are experiencing.

- Finally, Aspira has a strategic need for expansion which touches us in our future chances for survival as an organization. If we do not expand, someone else will, because there are people and places who need educational services that they are not receiving now. Expansion would mean that we are responding to the challenge that LULAC and the like are giving Aspira. It would mean that Aspira stops being defensive and shows that it can also take part in the competitive game. If we approach the challenge with a positive spirit, I can assure the Board that we would have some advantages in this competitive arena and that we can be successful.

For these reasons I recommend the approval of an expansion

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effort that would proceed within the following frame of reference:

A. Decision as to where to expand should be made with a number of factors in mind:

1. An assessment of the availability of national resources, both federal and private, for a given place where expansion is contemplated.
2. The willingness of the locality to contribute to its own funding.
3. A field assessment of the leadership output the locality is able and willing to put into the growth of the prospective Aspira.

B. The establishment of a new Aspira should be a deliberate process where close supervision and control from the National Board should be exercised in its beginning stages in order to preserve the integrity of the programs. As time goes on, more and more independence would be allowed as the new locality shows its capacity to make its own decisions and be responsible. Thus, three stages of growth are envisioned:

- (1) A stage where the new site relationship with Aspira of America is a contractual one, where mutual obligations do not go any further than contracting for services and providing funds to pay for the delivery of those specific services.
- (2) A second stage would be affiliation to Aspira of America where the contract is extended and allows restricted participation in the ruling bodies of the organization. An

advisory board to the affiliate would be appointed by the National Board and one or two members of that advisory body would have voice at national meetings.

(3) The third stage would be one of association as we presently know it. This is a general outline of stages, of course, the movement from one to the other may be compressed or obviated, depending on local circumstances. For more details, please consult goal number 1 as delineated by the National Office.

C. Every year or so, Aspira should hold a national conference where all Associates' boards and senior staff should come together in a place for two or three days to hear a report from the national chair on the status of Aspira. At such time, goals, plans, past achievements and ideas for future growth should be discussed. This group would also include both actual expansion sites and project expansion sites. Together with the above stated objectives, such a conference would allow the participants to gain a better understanding of the national and local Aspira movements.

4. Technical Advancement

Aspira must catch up with the latest techniques in collecting information and analyzing and disseminating it to our constituency, funding sources, and policy making centers. Our consultants tell us it is possible at this time to develop profiles on our Aspirantes and follow-up their educational careers with a view as to gaining knowledge as to where, how and when they were

placed in post secondary institutions. It is also possible to preserve, using microfilm, the documented experiences of the last nineteen years of Aspira's existence in a small drawer. The above are some few examples of available systems that could be employed to support our services.

I am proposing as a beginning employment of the vast available technology, that a computer service be brought into Aspira for the following purposes:

- A. To collect information on the Aspirantes that are being serviced by joint national programs. Such information will provide Aspira with statistical profiles of the characteristics of the students we serve, the type of services we give them, their movement through the educational ladder and a follow-up of their employment situation after they leave school. This would give Aspira important added clues as to the effectiveness of the Aspira process, about which we have very little solid data.
- B. To refine our bookkeeping procedures in such a way that fiscal information--budgets, money flow and expenses--be readily retrievable and communicated.
- C. To perform sophisticated cost analysis and expense projections. In the program area similar analysis

can be performed in proposal writing and in program delivery. Many other types of data recording and manipulations can be performed with computer assistance.

- D. As an added goal the Board should be aware of the potential for this system to save much of the manpower time that is being expended at present in Associates' statistical and fiscal reporting to the National Office. The bottom line would be that through a cooperative flow of information the National Office, to a significant degree, would end up reporting monthly to our Associates, rather than the other way around.

The above is a priority instance of the technical development I envision at the National Office. As the decade moves on, other systems could be brought in to assist us. In the future, a lot more can be and will be communicated to the Board about our plans to adopt other types of technical expertise.

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: Response to Analytical Paper #2
Some considerations on the future of Aspira
The Decade of the 80's

YE: January 19, 1981

Introduction

In preparation for the January 23-24th Aspira of America Board of Directors Meeting, the Aspira of New Jersey Board of Directors has received Analytical Paper #2 prepared by Mr. Mario Anglada, Executive Director of Aspira of America for Board consideration. We welcome the opportunity to respond as an additional exercise within our own mission reassessment process. The comments and recommendations which follow are meant to share the fruit of our own goal setting process as well as reflect our expectations for the process that binds us.

Comments and Recommendations

"The Aspira Process is still the moving force of our institution. It is a pedagogically sound and potent approach to the 80's. However, the process must be woven into new circumstances, new programs with a daring spirit of experimentation."

We believe this statement to be contradictory to the vast majority of the statements made by the Aspira of America Program staff when referring to programs run by Aspira Associates. The most commonly made comments question the very existence of a so called process by questioning whether a club system exists and whether counseling services are adequate. We are in this manner in fact questioning its pedagogic soundness and potent approach". The very fact that a number of Associates are in fact questioning the soundness of this approach should generate deliberate efforts

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from within the National Office to assist local Associates as they attempt to reassess their program approaches. It is our feeling that program approaches and methodology may well vary from Associate to Associate to affiliates given the desirability that programs reflect and respond to the unique circumstances of the community surrounding the agencies in question. This possibility requires that the National Office be kept abreast of local programming priorities if it is to be of maximum assistance in supporting the development of local programs. Only in this manner can it also attempt to address those areas of most common interest and/or need. Only in this manner will the Executive staff be able to alert its Board of the program priorities it sees within the conglomerate in order to incorporate the essence of these needs into the programmatic priorities of Aspira of America. In order for a system of support to be developed, its "supportive nature" must be constantly apparent, lest a sense of mistrust and competition take over. It is our feeling that a definite sense of mistrust and competition exists within the Aspira network. We are concerned that this issue is only lightly addressed in Mr. Mario Anglada's paper and especially given that the recommendations as presented aim at growth and not health. It is important to point out that we at Aspira of New Jersey see growth as a laudable objective, yet we recognize the need for a minimum level of health prior to growth and experimentation lest we contribute to our own demise.

The comments and recommendations contained in Mr. Mario Anglada's diversification section all read very well and reflects various degrees of forward thinking often shared by a number of Associates. Where we are not in agreement is with the call for "National Policy to synthesize and project these efforts into the future." We believe these areas should be reflected in the approved short and long term program goals of the National Office and the perimeters of the same should be defined as a result of consultation with the Aspira Associates.

The issue of openness is one which we at Aspira of New Jersey have been in the process of reviewing and have made the decision to continue with a closed board while we study the possible effects of opening up our Board. We make note of the fact that the conditions set down for Aspira's Affiliate status allows for open boards, hence enabling Aspira of Florida to obtain membership on the National Board, having an open board. We at New Jersey will be observing this arrangement carefully and suggest the National Board do so in a spirit of study before we attempt to make any changes. We also would like further information on the Hispanic organizations used as examples in this paper. Are their National Boards truly open?

The opening of personnel recruitment practices is certainly one which merits serious consideration by Aspira of America's National Board. Historically, we have hired in the manner laid out where the prescribed procedure became unacceptable is where the recommendation attempts require that local agencies follow the same procedure. We at the National Board level should and for some Association cannot dictate personnel hiring procedures. This surely is the case for New Jersey.

The subject of expansion is surely one which every healthy organization should consider. We at Aspira of New Jersey would welcome expansion but only as it pertains to the assistance in the development of autonomous entities with equal access to the process and privileges enjoyed by all members of the conglomerate. We urge the Board to consider investing valuable time in securing for the health of the organization, hence putting us in the best position to maintain the rate of development of the existent membership and the healthy development of prospective Associates.

The area of technical advancement is one which greatly interests us. As the technological world which surrounds us advances, we agree that we must develop this most valuable capability. Our concern in New Jersey would center around two major issues; the development of computer technology capability and development of access to the data base. We endorse this level of activity if we are assured that the Associates will be availed of the opportunity to simultaneously develop technical capabilities and if we are to have unconditional access to the data base to be developed with the cooperation of the Aspira Membership.

Summary

This analytical statement has proved invaluable in raising program questions and issues which will assist in setting a future course for the organization. Nonetheless, it is our opinion that the program issues raised are not areas for the statement of policy but for the direction of program development given the fact program direction can only be defined by local Boards. In this sense, we are definitely different in nature to other National Organizations.

We urge the National Board to consider a process by which to more specifically define Aspira of America's mission and role. We would like to suggest that there are areas which are within the domain of functioning of the National Program which have not been addressed in this paper, yet are areas of great concern to the membership.

These being

- Aspira of America's role in the area of fund raising vis vis Aspira Associates and affiliates.

- Aspira of America's role in the area of Technical Assistance. Does it solely pertain to that assistance necessary for the implementation of joint National Program?
- Aspira of America's role in the area of advocacy and lobbying vis-a-vis Aspira of America Associates and Affiliates.

We recommend the National Board consider revisiting the Articles of Association since we believe they will prove to be an invaluable guide in both defining the above areas and in the setting of sorely needed agency policy

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JAN 16

MR. MARIO ANGLADA
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DEAR MR ANGLADA
OUR BOARD OF DIRECTORS IS NOT READY TO APPROVE ANALYTICAL PAPER #2. AT A MEETING OF OUR EXECUTIVE COMMITTEE, A NUMBER OF ISSUES THAT WERE FURTHER DELIBERATION WERE RAISED, SUCH AS: A. PARTICIPATION OF NON/PUERTO RICANS ON THE BOARD, B. THE EFFECTS EXPANSION ON GOVERNANCE, C. POSSIBLE INCURSION ON ASSOCIATES AUTHORITY REGARDING PERSONNEL, D. EXPANSION REQUIRES NATIONAL OFFICE PROVISIONS FOR ADEQUATE ADMINISTRATIVE SUPPORT, E. THE NEED FOR SELF-DETERMINATION AND LOCAL CONTROL OF NEW ASSOCIATES. WE SUPPORT A CONFERENCE TO DISCUSS ASSOCIATE REACTIONS.

SINCERELY YOURS,
MARIA M REIGNER
CHAIRPERSON
ASPIRA INC. OF ILLINOIS
CC CARMEN A CULPEPER

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JAN 1 1981

January 15, 1981

Mario Anglada
National Executive Director
ASPIRA of America
205 Lexington Avenue
New York, New York 10016

Dear Mario:

Enclosed please find the ASPIRA of Pennsylvania, Inc. response to the Analytical Paper No. 2 as required by the resolution passed at the National Executive Committee of November, 1980.

Very truly yours,

Lydia Hernandez-Velaz
Chairperson
ASPIRA of Pennsylvania, Inc.

LBV:wa

cc: Carmen Ana Culpepper
Associate Chairpersons

Enclosure

Decade of the 80's

With the analytical paper we are asked to recognize and react to new reality - the reality which is perceived for the coming decade. We are beginning by viewing the row which remains to be plowed before us, we can start by reviewing the furrows of the past which lead to where we are today. In fact are planted in the present. Beginning with Dr. Antonio M. Toja, ASPIRA was born of the reality seen within our community as a people - the reality of needs, inequities, and injustices. This created the impetus and the inspiration for ASPIRA's birth as a social institution. For nearly 20 years, there have been changes. The changes have been many. The changes have been extensive. But, if we look back to the initial point of reference, to our community as a people, where can we say there had been changes in social circumstances - except that they have worsened?

There may very well be polar clusters of opinions. These opinions may be as deep as they are divergent. But, if there is to be evaluation, there is to be judgment, it is for us to take the task upon ourselves. To do this we must begin by having the strength of our convictions. The ASPIRA Process was central to the ASPIRA program since its inception. The ASPIRA Process was unique. If, therefore, our program for self-help and self-development was to be unique, then by its very uniqueness, ASPIRA knew it was different - and wanted to be different. ASPIRA had its own aim and would create its own agenda. We would march to our own drumbeat.

Are we to react to new circumstances, or to respond to old needs? If social conditions have not improved, and if in fact they have worsened, over the last 20 years the need for the ASPIRA Process must be greater. What is the state of the ASPIRA Process? This crowning jewel has lost its lustre, the victim of lip service. In its place is the empty setting of an unrealized and unfulfilled ideal. Where in the ASPIRA organization does the ASPIRA Process stand as an independent, full fledged program? The truth is that we can only find the ASPIRA Process existing as a parenthetical consideration to program performance. The truth is that the process is lost in a stew of programs. Of the various programs we are told to deliver, no one program in and of itself serves the aim or fills the full requirements of the ASPIRA Process. Like a Chinese menu, varying elements of varying programs are to be applied. And, on the side, in addition to their strictly programmatic goals, the staff is expected,

Decade of the 80's Continued ...

hoped, to fill in any service gaps. Now can we have the tenacity say the ASPIRA Process is still the guiding force for our institution? conditions change, if new circumstances present themselves, what do we feel we are called upon to do? Do we feel must discard do we retain our dreams and walk the path before us as we find? To the extent that our dream is unrealized is it not our responsibility keep faith with our dream? Is it not our responsibility to rededicate ourselves with greater resolve? True, conditions do change. We must always be mindful of the climate in which we work, of the circumstances within which we operate. True, we must be mindful of external conditions and how they affect us, and whether these external conditions create challenges or opportunities. It is equally true that the seeds we sow determine the fruits we shall harvest. Therefore, ASPIRA'S maturity, realism, development, and growth could be well-earned characterizations if these descriptions matched by a simple fact. That the conceived, and as we are supposed to have dedicated ourselves to achieving. It is that we do have some semblance of an ASPIRA Process, perhaps. Why then are we concerned with the purity and the unadulterated condition of what we have? Simply because no national board, past or present, had redefined or redirected what the ideal of the ASPIRA Process is, or is to be. If this is so, why does not the ideal of the original concept still stand and its position, as the capstone of our concern, not remain as primary?

Tension and Mutual Mistrust

It is not to be denied that this problem exists, that it saps our energies, and it stands as an obstacle to growth and progress. We do not agree, however, that this condition can be alleviated by assuming the prospective actions of the recommendations: Diversification, Openness, Expansion, and Organizational Advancement.

1. Increasing the number of participants, especially through openness & expansion, is not going to make easier the resolution which has historically escaped fewer participants.
2. The success of the recommended actions cannot be assured unless the relationship among the participants is first resolved.

Resolution of this long-standing problem must come from the national board, which is the highest decision-making level of ASPIRA. It alone has the authority to make the decisions which are required. There are several

important and long-standing reasons for the tension and the distrust.

1. Historical carryover from the days of affiliation - opposition to strong, centralized control.
2. Development of national programs, particularly with the use of contracts which aggravated relationships.
3. Reality of responding to tandem structures. To the Articles of Association, which established the relationship of the participants as a national office and associates. To the contract system of national programs, which modified the relationship of the participants to one of contractor vs. contractees.
4. Role confusion on the national board. We preside simultaneously as members of a national board as well as representatives of our respective associates.
5. The process of seeking resolution to a recurring problem on a case by case basis, rather than attacking the root issues of relationships and power.
5. The process of seeking resolution to a recurring problem on a case by case basis, rather than attacking the root issues of relationships and power.

The matter of tension & distrust is a legitimate question presented by the National Executive Director to the national board. Since he is accountable to the board and must look to the board for guidance, he is entitled to clear and unambiguous directions and resolutions by which he can perform his duties, strive to meet his goals, and implement the policies set forth.

Diversification

The concept of diversification is interesting in terms of opportunities the concept suggests and the evolution of ASPINA into new areas. Responding to the concept is difficult, however, since the presentation is not fully developed and needs more details. There are questions which surface as to the basis and the extent of diversification:

1. If the ASPINA Process has been the unique concept and contribution in ASPINA'S history, and if education has been both the problem area and the path to social change and to upward mobility, will there continue to be the guiding force for ASPINA? If so, how can we protect against the force shifting away? We cannot be taken so far afield in search for "opportunities" as to forget our reason for being - assuming, of course, this reason for being is still valid & relevant.
2. To what extent will diversification be sought? Will it be to the extent only that diversification dovetails with the

2. ASPIRA Process? Reaching out to elementary school students is a logical extension. Expanding counseling to include aspirations toward vocational & technical advanced education would also fit. Employment counseling, however, presents questions as to the expedient use of ASPIRA merely to find a job but forget about the aspects of Identity, Investigation, and Action - the cornerstones of the ASPIRA Process.
3. There already exist other Puerto Rican organizations which provide some of these contemplated services. Do we want to duplicate services? Do we want to compete with Puerto Rican organizations? By competing, how do we further a climate of harmony or further the cause for promoting joint activities and advocacy among our Puerto Rican colleagues?
4. More detailed information is needed with respect to profit-making ventures:
 - A. If the venture is meant to secure independent funding would it also be a venture independent of the national office? Would it be independent of national board control and accountability?
 - B. As a profit-making venture, should it not require the direction of an experienced entrepreneur with a track record of success?
 - C. What institutional or organizational changes would have to be made?
 - D. How would profits be used? How is independent funding to be obtained?

Conclusion

Regarding joint activities with organizations and efforts on behalf of minorities, we believe in retaining and maintaining our identification as a Puerto Rican organization striving for Puerto Rican self-help development. This is not to say that joint or participatory action is not desirable or never to be considered. Rather, the concern is the result of long experience that gains meaning is a process which results in loss of identity, the erosion of values, and involves the implication of inferiority of one's culture or values. As an organization, we must always be mindful of maintaining our identity. Without our identity, we lose our authenticity and authority. We can never afford to lose our identity or to discard our community perspective. We know that minority groups are commonly used and perceived as relating to Blacks and Hispanics, meaning Mexican-Americans. The Rican gets lost in the semantic shuffle. This has been our burden. Government or private social programs and affirmative actions barely touch us. Joint actions, if they are to be desirable, must provide mutual benefits to all participants. This can only happen unless the participants are equals.

ness Continued.....

weak participant can only hope for, certainly not expect, cooperation and benefits. ASPIRA should know. We have to the point where others, particularly with the Chicano organizations, have not included ASPIRA goals? What tangible results have we achieved in such association? Were Hispanic heritage and identity sufficient to promote ASPIRA's cause in the Hispanic community a few years ago? Was it not an object lesson the day we were honored at, Mayor Perre, designed to bring along observers to the city? If there are to be associations or participatory processes, what are the criteria for justifying such moves with tangible organizational terms of agenda, actions, and say. No we can never do it again, why strive to gain the world, if we lose our family.

Challenge by Chicano organizations (SEP, LULAC, and others) who claim they do not discriminate as to target populations at all in their practices! ASPIRA can hurl its own challenge: Do we discriminate as to incursion & infringement? No such thing exists in our opinion. A more graphic illustration is the Urban League. LULAC made an agreement relating to the "Philadelphia Convention" before the heads of some 30 Hispanic Organizations. LULAC has since broken the agreement. Nor has there been any decrease of effort in recruiting new members. Moreover, in the name of Hispanic harmony, is it not true that we are attracting ASPIRA for service delivery on the east coast? No such thing as they lobbying to have ASPIRA written into legislation in any state? Hardly! Sorry to say, but we're as welcome as poor relations at the dinner table. However, the reality of the past does not diminish the need for concerted and coordinated action. Nor does the reality diminish the timeliness and legitimacy of the question of ASPIRA.

It is a bitter irony that the question of openness, which was the theme of the national board since the presentation of the ASPIRA and the "enhance the realm of performance of our present board committee." In reflection, however, the suggestion is not as outrageous as it first appears. Where are we after nearly 20 years? We are still in Pennsylvania has already given its views as to the need for establishing long-term objectives and forming an on-going review procedure for the program. We are required to objectives.

Business Continued,....

it not appropriate, as we approach this bench-
mark, to reflect and to re-examine? Openness, as an
challenge to the board. First, the conditions that
address, correct, or improve are conditions
ards, past & present. There exists, therefore,
reat of self-criticism. Second, the possibility
inside experience & expertise creates a climate of
the prospects of competition with "pros" and
ntrol. ASPIRA, consequently, could no longer be
ld corporation. In so far as this potential
allenge, it needed to be said, because it strikes
ality we need in addressing this or any other issue,
determine our objectivity.

Other problems besides recruitment affected vertical
this states where associates are located. National
ed as the original rationale for vertical expansion.
ed as the original rationale for vertical expansion.
have not perfected our relationships or delivery capabilities
national programs - whether on-site or in expansion
recruitment, therefore, the problems of vertical expansion
issues which relate to relationships, control, the draining of
resources, and the lack of continuity in terms of having
on sites from year to year and from program to program.
expansion sites are proving to be increasingly untenable.
ture to consider the present expansion sites as safe or
recovery until all the wrinkles with national programs have
see no encouragement or justification for seeking further
vertical expansion.

Although the various aspects of openness (participation with
Other groups recruitment, and board participation in terms of
of sponsors and board membership) had been addressed in the
pects were addressed separately. If it is appropriate to
the issue, the issue should be examined in its entirety, not
lements, and in the context of the board having established long-term
Objectives. Moreover, the presentation should provide greater
to the level of board participation, voice and vote powers, and, in
the case of recruitment, indicate the hiring levels we are talking about,

ness Continued.....

h regard to expansion sites, the one not discussed at the time
bodies the presence of ASPIRA in that state to the interests and
the community. It would be difficult to justify the presence
non-latino as the director, let alone a non-latino director.

Expansion

explained earlier with regard to recruitment and expansion.
feel ASPIRA has been overly optimistic as to its potential
rving as the basis for vertical expansion. Specifically, with
spect to the track record of performance, the increasing operational
blems, and the increasing awareness as to the difficulty of identifying
pansion sites. The same reasons, we feel, militate against the vertical
pansion based on national programs. The concept of vertical
as advantages. However, so long as we continue to have problems
ith national programs which, at present, involve vertical
ack record attests to that. The recent contract for the vertical
rogram underscores the difficulties. As stated earlier, the contract
st first be ironed out. We are confident, though, that the problems
re solvable. Once resolution is achieved, the program might be vertical
e lighted for mobilization of an aggressive effort vertical
xpansion.

There is a question, however, which tends to be overlooked, and which has
ever been addressed. In the past we have discussed vertical as an
evolutionary process leading to affiliate status, and possibly developing
into status as an associate. The fact remains that it is not clear
ent a non-ASPIRA organization can be contracted to participate in a
national program. This theoretical move does not lead directly
to status as either an affiliate or as an associate. As stated
the effect, however, of creating, shall we say, a coalition. We do
expansionary scheme of things, this possibility has not been properly
developed and made clear as to how it fits. Thus, the vertical
or conditions, while only theoretical at this juncture, vertical
we would like the National Executive Director to address the problem
needs and requirements that such a situation presents. We would
we would like to see a position and a model contract which fully
the coalition situation. Such an organization would not be

ansion Continued.....

the Articles of Association, for by some Article of Association, a position paper, therefore, should address itself to questions of competition (if the organization is located on the ASPIRA state), the use or appearance of the ASPIRA name, and the criteria for entering into coalitions. The ASPIRA name, and the reasons or conditions we might want, or expect, to be approached as a coalition site in terms of affiliation. What would be the identity of a prospective coalition organization? Would it be Puerto Rican? Or, could it be Puerto Rican and/or Hispanic? Since it was not available at the time the analytical report was written, mention is made concerning the results of the 1980 Census. So far as findings with regard to expansion, we have three questions. First, what is to be our timetable for expansion? Second, the analytical report determines that we move first into the nearby areas where the population is larger, but where the census results project lower political representation and clout due to population dispersion. Third, do we move first to the growth areas? This would involve Texas and California. Second, in expanding to California & Texas, which are strong Chicano bases, can we justify these moves? On one hand, we are making incursions, which is what we accuse INELAC, SER, and the others of doing. On the other hand, would we be duplicating their efforts since the Chicanos do not discriminate as to target populations or political practices, is there a real need for ASPIRA in these areas? Third, we have a known need to broaden our presence? Third, in order to make expansion into the sunbelt a feasible prospect, would open recruitment be a condition as a means of making the prospective moves feasible? At the same time, we would need this information if we are to best assure success by bringing theoretical considerations as close to actual conditions as we can before making decisions and commitments. In addition to a presentation of the need for expansion, we would like to be able to weigh the risks & costs of expansion.

Technical Advancement

feel we need more details on this recommendation, especially to cost, funding, the timetable, and acquisitive options, i.e., purchase, lease, or lease-purchase. In addition, we would like to examine how the goal of technical advancement fits in with other goals of ASPIRA.

SPIRA, Inc. de Puerto Rico

CASO DE LA ESTACION DE RADIOFONIA, RIO PIEDRA, PUERTO RICO. TEL. 761-1111



Miguel Wisler O'Neill
Presidente, Junta de Directores

Dr. V. Maldonado
Vicepresidente

have been a member of the Board of Directors of Aspira de Puerto Rico during the past eleven and a half years. I was a member of the Board of Directors of Aspira of America during this membership was interrupted for a few years, but I was participating in the deliberations of that body and I have

the first impression I received upon becoming a member of the Board was the tug of war that existed between the Associates, as the association was then called, and the Directors of Aspira of America. Throughout the years many attempts have been made to the differences that existed, culminating in the revision of the Articles of Association. It was thought that with the new Articles of Association, Aspira could look forward to a more unified organization facing the organization. But the intervening years have been frustrating. Each associate wants to be more important than the others, because, as they (the Associates) say, Aspira of America is the property of the Associates. The result has been that the Aspira movement is stagnated, looking constantly inward while other similar movements are making great advances throughout the nation, and especially in Aspira's own back yard.

As we face the decade of the 80's, Aspira's first priority must be the unification of our organization under the Articles of Association. Are the Associates satisfied with them? Is Aspira of America ready to change them? If changes to our Association are required, and I believe they should make them, but we should also decide that each associate should and adopted we should all work together for the benefit of the Aspira movement as a whole and not just for our local Aspira movement. We are all together pushing or pulling in the same direction. We have a vigorous organization. Only then will we be able to move forward, with optimism and confidence to a new decade.

Mario's Analytical Paper #2 is a reaction to his frustration, having to administer an organization that does not know where it wants to go or what it wants to achieve today after seventeen years of existence. Mario's recommendation for the future of Aspira - The Decade of the 80's are divided in four steps, which are: 1. diversification, 2. openness, 3. expansion and 4. technical advancement. My reactions to these are as follows:

1. Diversification:

- a. The implementation of programs to facilitate the transition of school to work and vice versa is a sound proposal that should be implemented. It ties in very well with the Aspira Process, in fact, in various aspects it is a restatement of it.
- b. The idea that Aspira should become an expert in all types of counseling services seems to be an exciting idea, but economically unsound at this time to all Associates. The personnel that would be needed would tax the finances of the Association, such a way, that I do not see this being implemented at the present time, but could be a challenge for the future.
- c. The proposal that Aspira should get involved in profit-making ventures is something that is being done at present with the publication of Metas, which is hoped that will become a money-making venture. The only thing missing is a policy statement to that effect.
- d. Aspira should have joint activities and periodic meetings with other minority organizations. This would serve to give us an idea of what other organizations are doing, and could serve to coordinate areas of expansion.

2. Openness:

I am not opposed to the idea of opening the board membership to Puerto Ricans, as we now have many Puerto Ricans in boards of directors of other organizations. However, Aspira should remain an organization of Puerto Rican devoted to the betterment of other Puerto Ricans.

The reactivation of the Board of Governors or Board of Sponsors should be pursued. I would further recommend that the chairman of the Board of Governors or Board of Sponsors be a member of our National Board. This move would certainly help in the fund raising efforts.

The idea of having Board's committees extend beyond the board membership is a good one and does not diminish the participation of Puerto Ricans in the Board's functions. We must have outside participation.

At large seats in the National Board can be given to Puerto Ricans. These candidates can be those who can give input into the policy making powers of the Board. This also would help us to get a broader perspective of the problems we are confronting.

The recruitment and hiring of staff should be opened up to limit such recruitment and hiring to candidates who are Puerto Rican. I conceive a Puerto Rican organization where every person working knows Spanish.

Expansion:

Aspira must expand if it wants to succeed. We have seen clearly how the Federal government prefers giving the Federal dollar to organizations that have clout. Politicians look at votes, and certainly Aspira does not touch enough persons to be politically attractive. On the other hand, private individuals and foundations want their dollars to go as far as possible. In other similar organizations it could go much farther.

We have had many requests to establish our presence in other areas, but the National Board has not been willing to expand. Establishing our presence in Miami was a painful experience. A definite plan for expansion should be established as a means for our own survival.

4. Technical Advancement:

The proposal of bringing a computer service into Aspira sounds exciting from the point of view of the purposes for which it will be employed. However, I would like to see how its cost will impact the National Budget, which is very seldom able to come to the assistance of Associates with economic problems. I recommend that a study be made of the economic impact of this service, and presented to the National Board for evaluation.

ASPIRA CENTER FOR EDUCATIONAL EQUITY

1820 EYE STREET, N.W., SUITE 224-A
WASHINGTON, D. C. 20004

CODE: AEA-6620

MEMORANDUM

TO: Mr. Mario Anglada, National Executive Director
Aspira of America, Inc.

FROM: Rafael Valdivieso, Director
Aspira Center for Educational Equity

SUBJECT: Lobbying in Washington, D. C.

DATE: April 14, 1981

This is in response to your request for background information on lobbying in Washington, D. C. The first section addresses who does it, how they do it, and why there has been such a growth of lobbying in the past six years.

LOBBYING IN GENERAL:

According to a January 12, 1980 article in the Washington Post, the typical Washington lobbyist earns between \$50,000 and \$75,000 a year; holds an advanced degree, often in law, has worked previously for the government and spends little time on entertaining. Most lobbyists are male.

The majority of these executives enjoy the title of vice president or executive director and have a staff of ten or fewer full-time employees. The salary of the lobbyist is usually second only to the president of the association. About 60% make from \$50,000 to over \$100,000 annually. Less than 40% are in lowest bracket, \$25,000 to \$40,000.

The same article indicates that most of the lobbyists surveyed by Heidrick & Struggles said they spent the largest part of their day communicating with their home offices or members and analyzing issues. Media relations was in next-to-last place on the priority list, just ahead of business related socializing.

Given their background and the legislative process, it is not surprising that the lobbyists feel the most effective way of influencing bills affecting their firms is through Congressional staff members. Lobbying the White House ranked sixth; Cabinet members, ninth.

The substance of the influencing consists of information and policy options expressed in a concise, coherent and timely manner for consideration within the policy-making processes of the Congress and executive agencies. However, the amount of time and political resources expended by a lobbyist or office in the process of influencing are what distinguish professional lobbying from merely communicating the views and position of a group on any particular issue. In other words, professional lobbyists spend a lot of time in maintaining their communication networks, increasing their political resources through the doing of professional favors, and in the big time, raising or distributing funds for politicians.

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A DIVISION OF ASPIRA OF AMERICA, INC.

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ASPIRA CENTER FOR EDUCATIONAL EQUITY

1000 FIVE STREET N.W. SUITE 200A

WASHINGTON, D. C. 20004

(202) 233-8500

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April 14, 1981
Page two

LOBBYING IN GENERAL: (Continued)

The lobbying of executive agencies is more difficult because it requires more expertise in the subject matter, and it is difficult to bring pressure to bear on civil servants. However, if a lobbyist is able to influence an agency's appropriations in Congress, then he can have influence with an agency head.

In regard to the dramatic growth of professional lobbying in Washington, there is ample evidence that as the government has gotten increasingly involved in all aspects of American life, corporations, national associations, states and major cities have come to feel it is essential to have a presence in Washington. As an indication of this growth, not only has there been a Washington increase in privately owned office space in the area during the past decade, but a full 40% of Washington's downtown office district is now occupied by lawyers, accountants and associations.

The increase of government involvement in American life is obvious, and, of course, the Reagan administration intends to reverse that trend. However, there is a specific cause for making lobbyists more needed than ever before. Back in 1974 President Ford signed into law the Congressional Budget and Impoundment Control Act of 1974. This is popularly known as a budget reform law, but it also made the funding process much more complex and even more remote from everyday citizen contact and comprehension. Before this law an association only needed to worry about influencing legislation which occurred every five years or so, and the annual process of having appropriations authorized to go along with the legislation. Now Congress establishes its own overall budget figures in at least six distinct steps with the involvement of six committees rather than the old four. Anywhere along this complex route a program's funding can be affected. This is why one or two annual campaigns by professionals to monitor these complex processes and to shepherd a group's interests within these processes.

EDUCATION AND HISPANIC LOBBYING:

This section combines some information about the education lobby in Washington and the status of lobbying by Hispanic agencies.

Education is one of the most effective lobbies in the human resource and development areas. There are well over 250 educational associations and groups in town, and well over 50 full time persons are involved in activities related to lobbying.

At the present time there are three Hispanic organizations with full time lobbyists: G. I. Forum, LULAC, and the National Council of La Raza. Collectively the three are among the lowest paid lobbyists in town with salaries in the low to mid-twenties. All three lobbyists are young, two can be quite aggressive in their lobbying. All three have paid more attention to education lately, and, in the spirit of coalition building among the rest of us, they are working together in joint strategies more often.

April 14, 1981
Page three

EDUCATION AND HISPANIC LOBBYING: (Continued)

Besides the Hispanic Higher Education Coalition which does not really have a lobbyist, there is no national Hispanic organization devoted solely to education that has a full time lobbyist. However, the National Association of Bilingual Education is considering raising the funds for a lobbyist and establishing a Political Action Committee to raise political funds.

At the present time our office is involved in only the first stage of lobbying — shaping and articulating information and policy views that will give support to Aspire's mission and the development of Hispanic youth. The effect of our limited work is often multiplied because we work with other Hispanic organizations, including their lobbyists.

Any lobbying by Aspire on a more intense level would require additional funds and resources.

RECOMMENDATIONS:

The purpose of this short memo was to convey some background information on lobbying in Washington. It is difficult to make any serious recommendations at this point without getting a better grasp on what the board would to do, if anything, in a general sense about lobbying. The range of options can go from the limited one of paying for membership in the Committee for Full Funding (an excellent lobby group) through the part-time use of a free-lance lobbyist and Political Action Committee.

ARTICLES OF ASSOCIATION

Approved at Board of Directors
Meeting held on September 17, 1977

Approved at Board of Directors
Meeting held on January 13-14, 1978

PREAMBLE

The Articles of Association is the agreement which governs the relationship among the Aspira Associates and binds the Aspira Associates into a national movement creating Aspira of America, Inc., the Aspira Association.

ARTICLE I

Purpose of the Aspira Association

Section 1. The Aspira Association serves to promote the welfare and development of Puerto Ricans in the United States and Puerto Rico. A principal aim is to foster, develop and expand at the national and local levels the educational and creative opportunities and capabilities of Puerto Ricans by establishing through technical assistance, research, advocacy and direct service programs the means necessary to motivate and orient Puerto Ricans to enter or continue their education in the professions, the arts, the technical fields so that they may offer their training skills and dedication to the betterment of Puerto Ricans. The Aspira Associates are committed to identifying the needs and redressing the problems of the Puerto Rican people, and have as one of their foremost aims alleviating, through the development of leadership, the condition of Puerto Ricans who are socially and economically disadvantaged. The Aspira Association and Aspira Associates pledge to cooperate with other people, organizations, agencies, or movements having similar purposes and needs.

No services will be denied to any student on the basis of race, sex, color, creed, age or national origin.

ARTICLE II

Structure of the Aspira Association

Section 1. Associates: The existing Aspira Associates in Illinois, New Jersey, New York, Pennsylvania, and Puerto Rico, together with any other Associates duly constituted pursuant to these Articles shall compose the Aspira Association, Aspira of America, Inc.

Section 2. Names and Logo: Each Aspira Associate, other than Puerto Rico, shall be known by the name of "Aspira of" followed by the name of the State over which it has program responsibilities, followed by "Inc.". The Associate having program responsibility in Puerto Rico shall be known by the name of "Aspira of Puerto Rico, Inc.". The Aspira Association shall be known by the name of "Aspira of America, Inc." Each Associate shall indicate on its letterhead that it is "An Associate of Aspira of America, Inc.". There shall be one common logo, "El Pitirre", among all the Aspira Associates and Aspira of America, Inc. The Aspira of America, Inc. letterhead shall include the common logo and the name of each Aspira Associate in alphabetical order.

Section 3. Incorporation: Each Aspira Associate must incorporate within the State over which it has program responsibilities, except for the Aspira Associate having program responsibility over Puerto Rico which shall incorporate in Puerto Rico. Each Aspira Associate shall be incorporated in conformity with the laws of the place of incorporation. Aspira of America shall incorporate in the place where its principal office is located.

Section 4. By-Laws: The Illinois, New Jersey, New York, Pennsylvania, and Puerto Rico Aspira Associates shall have By-Laws consistent with the By-Laws of Aspira of America, Inc. and the laws of the place of their incorporation. Amendments to the By-Laws of these Aspira Associates shall be promptly submitted to the National Board of Directors and shall be consistent with the By-Laws of Aspira of America, Inc. Any other Aspira Associate shall have By-Laws which are approved by the National Board of Directors and consistent with the By-Laws of Aspira of America, Inc., and the laws of the place of their incorporation. The By-Laws of each Aspira Associate shall reflect both a common purpose and the individual needs of the Aspira Associate.

Section 5. National Board of Directors: The property, business, and affairs of Aspira of America, Inc. shall be managed and controlled by a Board of Directors known as the National Board of Directors. The National Board of Directors may adopt such By-Laws and Rules and Regulations for conducting the business and affairs of Aspira of America, Inc. as it deems proper. Each Aspira Associate shall be entitled to be represented by four Directors on the National Board of Directors consisting of the Chairperson of the Aspira Associate, two student members of the Aspira Associate's Board of Directors, and one non-student member of the Aspira Associate's Board of Directors or one person selected from the Aspira Associate's geographical area. The National Board of

Directors shall choose by a majority vote three At-Large Directors. Such At-Large Directors shall have terms of 1, 2, and 3 years respectively. Two of the three At-Large Directors shall be selected by a majority vote of the National Directors elected by the Associates prior to the selection of officers of the National Board.

In the event the Chairperson of the National Board is chosen from the representatives of any Associate, he/she shall resign that position as a representative of his/her Associate on the National Board and shall occupy the position of the one year At-Large Director. Under those circumstances, his/her Associate shall be entitled to elect another representative to the National Board.

Further, in the event the Chairperson of the National is not a representative of any Associate, the one year At-Large Director shall be elected by the National Board as described above.

ARTICLE III

Functions and Areas of Responsibilities of Aspira of America, Inc. and the Aspira Associates

Section 1. Functions and Areas of Responsibilities of Aspira of America, Inc. Aspira of America, Inc. shall function in the following major areas:

a) Technical Assistance: Providing assistance and training and serving as a resource to the Aspira Associates and to other people, organizations, agencies or movements in furtherance of the purposes of the Aspira Association, as needed and agreed upon or upon request.

b) Research: Identifying, investigating, studying, organizing, generating and disseminating information which will impact on issues, policies, and/or programs of national concern to Puerto Ricans, and which assist in the training, development and research capabilities of Puerto Ricans.

c) Advocacy: Espousing points of view concerning issues, problems, and solutions, national in both scope and effect and which relate to the purposes of Aspira of America, Inc. In espousing such views, the local concerns and interests of affected Aspira Associates shall be considered, and diversities respected.

d) National Programs: Proposing, developing and funding of programs having a national purpose and of a national concern, in consultation with the Aspira Associates. These national programs shall not include direct service programs to students which is a primary function of the Aspira Associates, unless agreed to by the respective Associate.

e) Fund Raising: Soliciting unrestricted funds from primarily national funding sources. Prior to soliciting unrestricted funds from funding sources that provide both national and local funding, Aspira of America, Inc., and the Aspira Associates shall consult and collaborate as to the time, manner, and presentation of the funding request in order to maximize the amount of funds obtained, and to mutually benefit the Aspira Associates and Aspira of America, Inc. In that connection, periodical information concerning funding

shall be exchanged among Associates and Aspira of America, Inc., including the designation of current and future funding sources by each Associate and Aspira of America, Inc.

f) Financial Assistance: Where appropriate, necessary, and feasible as determined by the National Board, Aspira of America, Inc. may financially assist an Associate.

g) Reporting: Quarterly progress reports shall be provided by the National Board to each Associate.

Section 2. Functions and Areas of Responsibilities of the Aspire Associates: The Aspire Associates shall function to the fullest extent of their resources in the following areas:

a) Technical Assistance: Providing assistance and training, and serving as a resource to its members and to other people, organizations, agencies or movement in furtherance of the purposes of the Aspira Associate.

b) Research: Identifying, investigating, studying, organizing, generating, and disseminating information which will impact on issues, policies, and/or programs of local concern to Puerto Ricans, and which assist in the training, development, and research capabilities of Puerto Ricans.

c) Advocacy: Espousing points of view concerning issues, problems and solutions which relate to the purposes of the Aspire Associate.

d) Local Programs: Proposing, developing and funding of programs having a local purpose and of local concern, in consultation with

Aspira of America, Inc. These programs shall include direct programs to students which is a primary function of the Aspira Associates.

e) Fund Raising: Solicit unrestricted funds from primarily local funding sources. Prior to soliciting unrestricted funds from funding sources that provide both national and local funding, the Aspire Associate and Aspira of America shall consult and collaborate as to time, manner, and presentation of the funding request and as to the distribution of funds in order to maximize the amount of funds obtained, and to mutually benefit the Aspira Associate and Aspira of America, Inc. In that connection, periodic information concerning funding shall be exchanged among Associates and Aspira of America, Inc. including the designation of current and future funding sources by each Associate of Aspira of America, Inc.

f) Financial Assistance: Where appropriate, necessary and feasible as determined by any Associate (a) that particular Associate (a) may financially assist Aspira of America, Inc., or any other Associate (a).

g) Reporting: Providing to the National Board, a quarterly report and other reports deemed necessary by Aspira of America, Inc. to enable it to fulfill its functions and responsibilities.

ARTICLE IV

Staff

Section 1. The Board of Directors of each Aspira Associate, and the National Board of Directors shall hire the staff necessary to fulfill their respective functions and responsibilities. Each Aspira Associate shall have a chief executive officer, known as Executive Director. Aspira of America, Inc. shall have a chief executive officer, known as the National Executive Director.

Section 2. The Board of Directors of each Aspira Associate shall have the sole responsibility for hiring, setting the terms and conditions of employment, and terminating its respective Executive Director. The National Board of Directors shall have the sole responsibility for hiring, setting the terms and conditions of employment, and terminating the National Executive Director.

Section 3. The Executive Directors and the National Executive Director shall be under the affirmative obligation to cooperate with each other and to share information concerning technical assistance, research, programs, advocacy, fund raising, reporting, and administration and finances, in order to further the purposes of the Aspira Association.

ARTICLE V

Enforcement

Section 1. Expulsion or Withholding of Funds: These Articles of Association are enforceable by the National Board of Directors by expulsion or withholding of funds.

a. Expulsion: An Aspira Associate may be expelled from the Aspira Association for violating these Articles of Association. The procedures

to govern the expulsion of an Aspira Associate shall be determined by the National Board of Directors which shall adopt the expulsion procedures by a two-third (2/3) vote of all members of the National Board of Directors. A two-third (2/3) vote of all members of the National Board of Directors shall be required for the expulsion of an Aspira Associate, the right of the former Aspira Associate to claim any relationship with the Aspira Association, the right to use the name of "Aspira", or a confusingly similar name, and all financial and other support will cease forthwith. The right of the Aspira Associate to be represented on the National Board of Directors will cease forthwith. The Aspira Associate agrees promptly upon expulsion to take all steps necessary to change its name and to return all stationery and other materials bearing the name "Aspira". The National Board of Directors reserves the right to designate or organize another entity to use the name of "Aspira" and carry out the purposes of the Aspira Association. Upon the expulsion of an Aspira Associate, the Aspira Associate shall convey that real and personal property in its possession to which Aspira of America, Inc. has right and title.

b. Withholding of Funds: Unrestricted budget monies may be withheld from an Aspira Associate for violation of these Articles of Association, the By-Laws, or the Rules or Regulations adopted by the National Board of Directors pursuant to these Articles of Association. The procedures to govern the withholding of unrestricted budget monies from an Aspira Associate shall be determined by the National Board of Directors which shall adopt the withholding of funds procedure by a two-third (2/3) vote

of all members of the National Board of Directors. A majority of all members of the National Board of Directors shall be required for the withholding of funds.

Section 2. Disassociation. An Aspira Associate may terminate its association with the Aspira Association upon the presentation to the National Board of Directors of a duly certified resolution adopted by a two-third (2/3) vote of all members of the Board of Directors of the Aspira Association at a duly convened meeting pursuant to the By-Laws of the Aspira Association. Adequate advance written notice that the Board of Directors of the Aspira Associate intends to consider disassociation from the Aspira Association shall be given to all members of the Board of Directors, and to the members of the National Board of Directors. Upon the disassociation of an Aspira Associate, the right of the former Associate to claim any relationship with the Aspira Association, the right to use the name of "Aspira", or a confusingly similar name, and all financial and other support will cease forthwith. The right of the Associate to be represented on the National Board of Directors will cease forthwith. The Associate agrees promptly upon disassociation to take all steps necessary to change its name and to return all stationery and other materials bearing the name "Aspira". The National Board of Directors reserves the right to designate or organize another entity to use the name of "Aspira" and carry out the purposes of the Aspira Association. Upon the disassociation of an Aspira Associate, the Aspira Associate shall convey that real and personal property in its possession to which Aspira of America, Inc. has right and title.

ARTICLE VI

Amendments

Section 1. Any Amendments to these Articles of Association shall first require a recommendation by no less than a three quarters vote of the National Board. Thereafter, any such recommended amendment shall require no less than a three quarters vote by the Associates for adoption. No amendments to these Articles of Association shall be made except upon thirty (30) days written notification to each Aspira Associate of Aspira of America.

ARTICLE VII

Prior Agreements

Section 1. These Articles of Association shall supersede all other agreements entered into between Aspira of America, Inc. and the Aspira Associates.

In witness whereof, the duly authorized representative of the below described organizations have hereunto set their hands and seals on the day and year set forth below.

Dated: September 17, 1977

Aspira, Inc. of Illinois

By Jeri A. Murray
Chairman of the Board

Helene Santa
Secretary

Aspira, Inc. of New Jersey

By Maria C. Mercader
Chairperson of the Board

Secretary

Aspira of New York, Inc.

By Nathan Rosenberg
Chairman of the Board

Secretary

Aspira, Inc. of Pennsylvania

By Robert C. Cipriani
Chairman of the Board

Secretary

Aspira, Inc. of Puerto Rico

By William J. Davis
Chairman of the Board

Secretary

Aspira of America, Inc.

By Joni A. Morale
Chairman of the Board

Secretary

INTRODUCTION

Aspira welcomes you to what we hope will be a fruitful, long-lasting and developing relationship. In order that this new relationship develop as smoothly as possible, the Board of Aspira of America has prepared this short document to serve a number of purposes: (1) as a briefing and training stimulus; (2) as a systematic presentation of outstanding procedures and methods that guide the programmatic themes of the organization; and (3) as a reference document stipulating governance, administration, programmatic, legal, financial and training processes.

The National Board of Aspira of America has determined that any new expansion site of the organization be initiated at either of two levels:

The first level is one of a limited legal relationship between the National Office and a given expansion site. In this relationship, both Aspira of America and the new site offer specific services, and the obligations and rights of both parties are clearly spelled out in a given contract. In this category, neither party is obligated to do anything else beyond the terms and conditions of the contract.

By mutual agreement set forth in the Terms of Affiliation, steps may be taken to initiate development from this first level to a second level which is affiliate status. The rights and obligations of both parties are much broader

at this second level than at the first level. The second stage hopefully will lead towards eventual Association.

This manual is primarily concerned with and describes affiliation status.

Apart from the governance and administrative relationships that exist between Aspira of America and an affiliate, the major commitment that Aspira of America asks of the Affiliate is to implement the Aspira Process in the experience of the Affiliate's students, staff and board members which are set forth in the Collected Papers on the Aspira Process. Central to the process is a commitment to take a leadership role in assisting the Hispanic community in general and the Puerto Rican community in particular. The process involves stages where the relationship between the development of identities as a Hispanic, a Puerto Rican and a citizen are constantly related to formal and informal education and advocacy, or action, for the benefit of our own communities and society at large. There are many paths this process may take and its context may vary with particular circumstances. It is important to remember that Aspira services are not the ultimate aim of that process. Rather, the organization's final goal is to develop responsible leadership in each community where the process is being implemented.

TERMS OF AFFILIATION

I. General Statement

Implicit in the status of affiliation is a high degree of both responsibility and provision of technical assistance by the National Board of Directors. In order to provide a period of accommodation, self-development and the proper implementation of the Aspira Process, the status of affiliation shall be maintained for a period of no less than two (2) and no more than five (5) years. This period may be lengthened or shortened by the National Board.

II. Governance

A. Affiliate Board

A local Organizing Committee shall be responsible for conducting a public forum for all interested parties to discuss the establishment of an Aspira program in the particular community or geographic area, and for communicating, in the form of a proposal, the results and recommendations of the public forum to the National Board. The Organizing Committee may perpetuate itself into the Affiliate Board of Directors.

The Affiliate Board.

- must be comprised of members two-thirds (2/3) of whom are of Puerto Rican descent; and
- must develop by-laws and local policies consonant with National Board policies, and approved by the National Board as a condition of affiliation; and

- will select two (2) representatives to the National Board, one (1) of which will be a voting member, and one (1) of which must be either a high school or college student; and
- shall have the right to contract for services with the National Office, and vice versa.

B. National Board

The National Board shall be responsible for monitoring the proper implementation of the Aspira Process.

The National Board shall provide its affiliate with the necessary leadership, technical assistance and local fund-raising capabilities in order to establish a viable local organization.

The National Board and its staff shall provide accounting services for at least two (2) years of the initial period of accommodation. It shall also use its resources for both an annual audit, as required by law, and a mandatory annual evaluation of programs.

C. Executive Director

The Affiliate Board shall recruit and rank three (3) individuals for the position of Executive Director. It will then select its choice and present it to the National Board for approval. If the first choice is not approved, the process should be repeated with the second or third ranked candidate if necessary.

In the event of a dismissal of the Executive Director by the Affiliate Board, and after all local procedures have been executed, the Executive Director shall have the right to appeal to the National Board.

The Affiliate Executive Director will be a member of the Council of Executive Directors

III. Administration

- 1) Hiring: Program directors will be selected by the Affiliate Board in accordance with written job descriptions. In cases where the selection of a program director involves a joint National Program, the Affiliate's choice must be approved by the National Board. All other staff hiring and dismissal shall be the sole responsibility of the Affiliate Board. Affiliates are responsible for implementing hiring practices in conformity with local, state, and federal laws.
- 2) Office Administration: Aspira of America will furnish the Administrative Policies and Procedures Manuals to give guidance in office administration. Affiliates are responsible for implementing administrative practices in conformity with local, state, and federal laws.
- 3) Reporting Requirements. The Affiliate will meet all reporting requirements, such as: monthly and quarterly reports to the National Board and any

other reports as required by the funding contracts. The Affiliate will be given feedback from Aspira of America on these reports.

- 4) Office Sites: Affiliate service sites must be accessible to students within the community.

IV. Financial

It will be the Affiliate Board's duty to coordinate its fund-raising with that of the National Board. The National Board will do fund-raising from national sources. All funds received from exclusively local sources will be earmarked for the use of the Affiliate. The National Board will assist in the development of the Affiliate's capacity to fund-raise from local sources through training and other means.

All bills will be paid in a timely manner, upon receipt of an invoice, by the National Comptroller. The National Comptroller will establish a petty cash bank account at a local bank of the Affiliate Board which account shall be of a type known as an "impress account" shall not exceed \$2,000, and shall be used only as prescribed by the National Comptroller.

V. Programmatic

- 1) Aspira of America has the right to procure funds, request reports and monitor the implementation of joint National Programs at the Affiliate.

- 2) The Affiliate has the right to administer programs. Administrative responsibilities include the overseeing of day-to-day operations as well as the employment and termination of program personnel.
- 3) All programs implemented by the Affiliate must include the following functions:
- a. counseling (e.g., career guidance, financial aid, vocational and educational counseling, etc.)
 - b. placement of students into post-secondary institutions, vocational and professional schools
 - c. Community organization through the implementation of the Aspira club system. The clubs will provide students with cultural awareness, self-identity, and community involvement
- 4) Advocacy at the local level will be a programmatic function of the Affiliate Board of Directors, staff and students.
- 5) Advocacy at the national level is a function of the National Board of Directors and National staff
- 6) All programs implemented by the Affiliate must comply with the Student Profile requirements and evaluation design of joint National programs.
- 7) The Affiliate has the right to request and, if

possible, receive training and technical assistance from Aspira of America to assist in the implementation of programs.

- 8) The Affiliate will receive a yearly programmatic evaluation from Aspira of America.

VI. Legal Services and Contracting

Aspira of America will obtain on behalf of the Affiliate the certificate of incorporation and the tax exempt status.

All funds for Joint National Programs will be secured by Aspira of America. Aspira of America will then contract with the Affiliate.

The Affiliate has the right to enter into a contractual relationship for local programs using local sources. These contracts must be approved by Aspira of America which may, if it elects, be a co-signer of these funding contracts.

Proper bonding must be secured for all members of the Affiliate Board of Directors and Affiliate staff.

VII. Training

1. During the first year, the Affiliate Board of Directors will receive regular technical assistance from Aspira of America three (3) times. After the first year, technical assistance will be provided as required.
2. Staff training and technical assistance will be provided to the Affiliate by Aspira of America whenever required.
3. Aspira of America will assist in the training of students at the Affiliate whenever requested and appropriate.

VIII. Enforcement of Terms of Affiliation

Disaffiliation or Withholding of Funds. The Terms of Affiliation are enforceable by the National Board by disaffiliation or withholding of funds.

1. Disaffiliation: An Aspira Affiliate may be disaffiliated from Aspira for violating the Terms of Affiliation. The procedures to govern the disaffiliation of an Aspira Affiliate shall be determined by the National Board which shall adopt the disaffiliation procedures by a two-third (2/3) vote of all members of the National Board. A two-third (2/3) vote of all members

of the National Board shall be required for the disaffiliation of an Aspira Affiliate, the right of the former Aspira Affiliate to claim any relation with Aspira, the right to use the name of "Aspira", or a confusingly similar name, and all financial and other support will cease forthwith. The right of the Aspira Affiliate to be represented on the National Board will cease forthwith. The Aspira Affiliate agrees promptly upon disaffiliation to take all steps necessary to change its name and to return all stationery and other materials bearing the name "Aspira." The National Board reserves the right to designate or organize another entity to use the name of "Aspira" and carry out the purposes of Aspira. Upon the expulsion of an Aspira Affiliate, the Aspira Affiliate shall convey that real and personal property in its possession to which Aspira of America, Inc. has right and title

2. Withholding of Funds: Unrestricted budget monies may be withheld from an Aspira Affiliate for violation of these Terms of Affiliation, the By-Laws, or the Rules or Regulations adopted by the National Board pursuant to these Terms of Affiliation. The procedures to govern the withholding of unrestricted budget monies from an Aspira Affiliate shall be determined by the National Board which shall adopt the withholding of funds procedure by a two-third (2/3) vote of all members of the National Board. A majority of all members of the National Board shall be required for the withholding of funds.

IX. Attachments

1. Terms of Association
2. By-Laws of Aspira of America
3. Collected Papers on the Aspira Process
4. Organizational Chart of Aspira of America
5. Organizing and Working With Clubs Manual
6. Personnel Manual
7. Counseling Manual
8. Annual Report

4th day of March 1981.

BY:

Carmen Ana Culpeper
Carmen Ana Culpeper
Chairperson
Aspire of America, Inc.

BY:

Ana H. Stevens
Ana H. Stevens
Chairperson
Aspire, Inc. of Florida

BY-LAWS OF

ASPINA OF AMERICA, INC.

Revised on September 16, 1977
by the BY-LAWS Committee of
the Board of Directors

Approved January 14, 1978

at Board of Directors meeting

ARTICLE I

OFFICES

The principal office of the Association shall be in New York, New York. The Association may also have offices at such other places as the National Board of Directors may from time to time designate.

ARTICLE II

DIRECTORS

Section 1. Number: The property, business and affairs of the Association shall be managed and controlled by the National Board of Directors. Each Associate shall be entitled to be represented by four (4) Directors on the National Board consisting of the Chairperson of the Aspira Associate, except as provided in Section 3 hereof, two student members of the Aspira Associate's Board of Directors, and one non-student member of the Aspira Associate's Board of Directors or one person selected from the Aspira Associate's geographical area.

Section 2. Term: Directors selected by the respective Aspira Associates shall be elected for the term of one year at the annual meeting of the Association in accordance with Article III, Section 1.

Section 3. At-Large Members and Their Terms: In addition to the Directors chosen in accordance with Section 1 above, three additional Directors shall be chosen At-Large by a majority vote of the Directors chosen under Section 1.

Such At-Large Directors shall have terms of 1, 2, and 3 years respectively. Two of the three At-Large Directors shall be selected by a majority vote of the National Directors elected by the Associates prior to the selection of officers of the National Board. There shall not be more than one At-Large member from any geographical area served by any Associate.

In the event the Chairperson of the National Board is chosen from the representatives of any Associate, he/she shall resign that position as a representative of his/her Associate on the National Board and shall occupy the position of the one year At-Large Director. Under those circumstances, his/her Associate shall be entitled to elect another representative to the National Board.

Further, in the event the Chairperson of the National is not a representative of any Associate, the one year At-Large Director shall be elected by the National Board as described above.

Section 4. Vacancies: In case any vacancy on the National Board of Directors shall occur through death, resignation, disqualification, incapacity, increase in number of Directors, or any other cause, the vacancy shall be filled by the Board of Directors of the Associate represented by any such member on the National Board creating the vacancy for the unexpired portion of the term at any annual meeting, regular meeting, or special meeting held for that purpose; except that in the case of a vacancy of any position of an At-Large member on the National Board, such vacancy shall be filled by a majority vote of the Directors of the National Board

Section 5 Effect of Death, Resignation, or Removal:

All rights, powers, privileges and responsibilities of any Board member shall cease upon his death, resignation, or removal.

ARTICLE III

MEETINGS

Section 1. Annual Meeting: There shall be an Annual Meeting held in June when a report will be rendered by the National Executive Director of the past year's activities and elections of At-Large members will be held and vacancies, if any, will be filled on the Board of Directors

Section 2. Place of Meeting: Meetings of the National Board of Directors of the Association, are to be held at its principal office, or at such other place as may be designated by the National Board of Directors.

Section 3. Meetings: Regular meetings of the Board of Directors shall be held at least three (3) times a year.

Section 4. Notice of Meetings: Meetings of the Board of Directors may be held upon written notice to each Director not less than five (5) nor more than twenty (20) days before such meeting

Section 5. Voting: At all meetings of the Board of Directors each Director shall have one (1) vote, and, except as otherwise provided by these By-Laws, by statute, or by Robert's Rules of Order, the act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors

Section 6. Quorum and Adjournments: A majority of the members of the Board of Directors then holding office shall constitute a quorum for the transaction of business.

Section 7. Order of Business: The Order of Business shall be as follows at all meetings of the Board of Directors and all committees or as otherwise determined by the Board:

1. Calling of the Roll
2. Proof of Notice of Meeting or Waiver of Notice
3. Reading the Minutes
4. Receiving Communications
5. Elections of Officers and New Members
6. Report of Officers
7. Reports of Committees
8. Unfinished Business
9. New Business

Section 8. Removal for Absences: Failure of a Director to attend three (3) consecutive meetings of the National Board of Directors where notice has been provided in accordance with Article III, Section 4, may result in the termination of membership on the Board upon the majority vote of the Board.

ARTICLE IV

OFFICERS

Section 1. Number: The Officers of the National Board shall be:

1. Chairperson
2. Vice-Chairperson, Program
3. Vice-Chairperson, Finance
4. Secretary
5. Treasurer

No person shall hold more than one office.

Section 2. Election and Appointments: All officers of the National Board shall be elected annually by the Board of Directors at a meeting held in September of each year, and shall continue to hold office at the discretion of the Board of Directors. Vacancies may be filled at any meeting of the Board. The Board may appoint such other officers, agents and employees as it shall deem necessary, who shall serve at the discretion of the Board and who shall have such authority and shall perform such duties as may, from time to time, be prescribed by the Board.

Section 3. Duties of Officers:

(a) Chairperson of the Board: The Chairperson shall preside at all meetings of the Executive Committee, the Board of Directors, at the Annual Meeting, and shall present a report on the condition of the affairs of the Association. He/she shall be an ex-officio member of all committees. He/she shall appoint, from time to time, from the Board of Directors special committees to act upon such matters as he/she shall designate. He/she shall enforce these By-Laws and perform all duties required by the position and By-Laws.

(b) Vice-Chairperson, Program: During the absence or inability of the Chairperson to render and perform his/her duties or exercise his/her powers, as set forth in these By-Laws, the same shall be performed and exercised by the Vice-Chairperson in charge of Program and when so acting, he/she shall have all

the powers and be subject to all the responsibilities hereby given to or imposed upon the Chairperson.

The Vice-Chairperson in charge of Program shall perform such duties as are necessary for the program, planning and evaluation of the Association in conjunction with staff.

- (c) Vice-Chairperson, Finance: During the absence or inability of the Chairperson and Vice-Chairperson of Program to render or perform the duties of the Chairperson or exercise his/her powers, as set forth in these By-Laws, the same shall be performed and exercised by the Vice-Chairperson in charge of Finance, and when so acting, he/she shall have all the powers and be subject to all the responsibilities hereby given to or imposed upon the Chairperson. The Vice-Chairperson of Finance shall also perform such duties as may be necessary to conduct the fund-raising activities of the Association in conjunction with staff.
- (d) Secretary: The Secretary shall keep the Minutes of the meetings of the Board of Directors and of the membership in appropriate books. He/she shall give and serve all notices of the Association and shall be custodian of the records and of the Seal of the Association and shall affix the latter when required. He/she shall present to the Board of Directors at their regular meetings, all communications addressed to him officially by the Chairperson or any

officer of the Board. He/she shall perform such other duties as the Chairperson may direct

- (e) Treasurer: The Treasurer shall have the care and custody of and be responsible for all funds and securities of the Association. He/she shall keep or cause to be kept accurate cash, check, bank, and other necessary and proper books of accounts. He/she shall perform such duties and exercise such powers as the Board of Directors, or in connection with the management of the Association, as the Chairperson may from time to time prescribe.

Section 4. Resignations: Any officer may resign at any time in writing by notifying the Chairperson or the Secretary of the Board of Directors of the Association. Such resignation shall take effect at the time therein specified. Unless otherwise specified, the acceptance of such resignation shall not be necessary to make it effective.

Section 5. Vacancies: Vacancies in any office may be filled by the Board of Directors at any annual meeting, regular meeting, or special meeting.

ARTICLE V

EXECUTIVE COMMITTEE

Section 1. Constitution: There shall be an Executive Committee composed of the Chairperson of the Board, Vice-Chairperson for Program, Vice-Chairperson for Finance, Treasurer and Secretary of the Association

In the event these officers do not, by virtue of their residence, collectively represent all Associates, the Chairperson of any Associate not represented shall become a member of the Executive Committee. At least one student shall be a member of the Executive Committee. The Board of Directors shall fill any and all vacancies in the Executive Committee and may, from time to time, appoint alternate members of the Executive Committee to serve in the temporary absence or disability of any members, and to ensure that all Aspire Associate boards are represented on the Executive Committee. Such designation or such appointment of an alternate member of said committee may be removed, at any time, by the National Board of Directors.

Section 2. Powers: The Executive Committee shall have and may exercise, so far as may be permitted by law, all the powers of the Board of Directors in the management of the property and affairs of the Association in the intervals between meetings of the Board, shall act in such intervals as the governing body of the Association, and shall have the power to authorize the seal of the Association to be affixed to all papers which may require it.

Section 3. Organization, Meetings, etc.: The Chairperson of the Board shall be Chairperson of the Executive Committee, and he/she shall appoint a Secretary of the meetings of the Executive Committee. In the absence of any such Chairperson of the Executive Committee, and at any meeting of the Executive Committee, the Vice-Chairperson for Program shall be the Chairperson of the meeting and in his/her absence the Vice-Chairperson for Finance shall be the Chairperson of the Executive Committee. The Executive Committee may adopt rules governing the time of, and/or method of calling and/or of holding its meetings and may also adopt rules governing the conduct of its affairs provided that

meetings of the Executive Committee may be called by the Chairperson or his/her substitute, as provided in Article IV, Section 3, (b) and (c), or a majority of the members of the Executive Committee.

The Executive Committee shall keep a record of its acts and proceedings and shall report thereon to the Board of Directors.

Section 4. Quorum & Manner of Acting: A majority of the Executive Committee shall constitute a quorum for the transaction of business, and the act of a majority of those present at a meeting at which a quorum is present shall be the act of the Executive Committee.

ARTICLE VI

STANDING COMMITTEES

Section 1. Constitution and Powers: The Board of Directors may, by resolution, establish standing committees to study, plan, administer, or otherwise be concerned with specific projects which the Association shall undertake and, to the extent permitted by law, may delegate to any such committee, such lawful powers as the Board of Directors shall determine. Committee appointment, and the filling of any and all vacancies on any standing committee, shall be made as the Board of Directors may determine. Any member of any standing committee may be removed, with or without cause, at any time, by the Board of Directors.

Section 2. Organization, Meeting, etc.: The National Board of Directors of the Association shall designate the Chairperson of any standing committee and/or the Secretary thereof. In the absence of the Chairperson of the standing committee and/or the Secretary, at any meeting of a standing committee, the committee shall appoint a Chairperson or Secretary

at the meeting, a case may be. Each standing committee may adopt rules governing the time of, and/or method of calling and/or of holding its meetings and may also adopt rules governing the conduct of its affairs. Each standing committee shall keep a record of its acts and proceedings and shall report thereon to the Board of Directors.

Section 3. Quorum and Manner of Acting: A majority of the members of any standing committee shall constitute a quorum for the transaction of business, and the act of a majority of those present at a meeting at which a quorum is present shall be the act of each committee.

Section 4. Temporary Committees: The Chairperson of the Board of Directors shall be authorized to appoint temporary committees to report on any problems that the Association may desire or need to study.

ARTICLE VII

ASPIRA OF AMERICA STAFF

The Board of Directors shall appoint a National Executive Director to function as the chief operating officer of the Association. The National Executive Director shall:

Section 1. Technical Assistance and Research: Provide technical assistance to each of the Associates and, where appropriate, to other agencies, organizations, or groups consistent with the purposes of the Association. With the approval of the National Board, the National Executive Director shall develop and implement research projects which identify, investigate, organize, and disseminate information which affects the issues, policies, and/or programs of national concern to the Association.

Section 2. Advocacy: Articulate the Association's position on issues, problems, and solutions of both national scope and effect. In performing this duty he/she shall consider and respect the diversity of local concerns and interests represented by the Aspira Associates.

Section 3. Joint Programs: With regard to those programs which involve on-going collaboration among any Aspira Associates and Aspira of America, the National Executive Director, through consultation with the participating Associate, shall plan, develop, seek funding, monitor implementation, evaluate, report and act as the responsible fiscal agent for such joint national programs as will be established. For these purposes he/she will establish the necessary administrative contractual and other practices that will insure the successful performance of such programs. The delivery of such programs will be the primary function of the Associates.

Section 4. Fund Raising: Oversee the funding of approved National and Joint National Programs which is the function of Aspira of America. It is also the function of Aspira of America to maximize the procurement of unrestricted funds from national funding sources. He/she shall coordinate, through consultation, collaboration and periodic exchange of information with the Associates, the strategy for such fund raising.

In case of disagreement with regard to program development between or among Aspira of America, Inc. and any Associate, or between or among any Associates, the National Executive Director is authorized to resolve through mediation such disputes. In the event a resolution is not achieved, any affected Associate or the National Executive Director may place the disagreement at any time before the National Board for determination, or in lieu thereof, to the Executive Committee.

Section 5. Financial Assistance: Upon recommendation to and approval of the National Board, be responsible to implement the disbursement of national monies to the Associates. He/she will also submit plans for approval to the National Board for implementing financial assistance to the National Office from Associates' sources.

Section 6. Reporting: Be responsible for securing, coordinating and presenting the quarterly reports and other reports necessary by Aspira of America to enable it to fulfill its responsibilities.

Section 7. Other Functions: Perform such duties as are assigned by the National Board, or such other functions which are consistent with the Articles of Association and these By-Laws.

Section 8. Staff: Be responsible for hiring and supervising a National staff to assist him/her in carrying out his/her duties.

ARTICLE VIII

COUNCIL OF EXECUTIVE DIRECTORS

Section 1. Constitution: The Executive Director of each Aspira Associate and the National Executive Director of Aspira of America, Inc. shall comprise the Council of Executive Directors.

Section 2. Purpose: In coordinating the planning, developing and implementing of matters of national concern and interest, the National Executive Director shall consult and seek the advice of the Council of Executive Directors.

Section 3. Organization, Meetings, etc.: The National Executive Director shall be Chairperson of the Council of Executive Directors. The National Executive Director may convene a meeting of the Council of Executive Directors or the designees of its members upon written notice to each member not less than five (5) nor more than twenty (20) days prior to the date upon which the meeting is to be held. Unless

otherwise indicated by the written notice, all such meetings shall be held at the principal offices of the Association. Apart from convening meetings, if any, of the Council of Executive Directors, the National Executive Director shall consult with the Council quarterly and more frequently if necessary.

ARTICLE IX

ANNUAL REPORT

At each annual meeting, the National Board of Directors shall present a report, in accordance with the provisions of the Law.

ARTICLE X

WAIVER OF NOTICE

Any meeting of members, directors, or committees and any action otherwise properly taken thereat shall be valid if notice of the time, place and purpose of such meeting shall be waived in writing before, at or after such meeting. Maximum efforts shall be made to notify all members of the National Board telephonically or otherwise in the event written notice is not given in accordance with Article III, Section 4.

ARTICLE XI

ADMINISTRATIVE PROCEDURES

Section 1. Negotiable Instruments: Checks, promissory notes and other instruments for the payment of money shall be signed by such person or persons as may from time to time be designated by the Board of Directors.

Section 2. Real Estate and Property: In the event that an Associate takes steps to dissolve, it is understood that as part of the National Aspira Movement said Associate shall convey its real estate and personal property to Aspira of America, Inc.

ARTICLE XII

CONCRETE SEAL

The seal of the Association shall be in such form as may from time to time be adopted by the Board of Directors.

ARTICLE XIII

FISCAL YEAR

Until changed by resolution of the Board of Directors, the fiscal year of the Association shall be from July 1 through June 30, unless otherwise changed.

ARTICLE XIV

AMENDMENTS TO BY-LAWS

These By-Laws may be amended, supplemented or replaced from time to time by a majority of all members of the National Board of Directors.

THE WHITE HOUSE

WASHINGTON

March 24, 1981

Dear Mr. Anglada:

In reply to your letter of March 2 to Elisabeth, I wanted you to know that our office was in the process of mounting and having signed photographs taken during the President's luncheon with members of the Hispanic community.

Thank you for your kind words regarding your visit with the President. I look forward to your involvement in our subsequent meetings.

With best wishes,

Sincerely,



Ned Cavaney
Deputy Assistant to the President
for Public Liaison

Mr. Mario A. Anglada
National Executive Director
Aspira of America, Inc.
205 Lexington Avenue
New York, NY 10016